

Performance Measurement Report Reinventing Departments



Modeled after the book *Reinventing Government*, Catawba County utilizes two budget processes: Reinventing, a more flexible, department regulated form of budgeting, and Non-reinventing, a traditional, line item analysis form of budgeting. Five of our sixteen departments are reinventing departments and include County Manager, Personnel, Library, Cooperative Extension, and Social Services. Our outcomes for using the reinventing budget process are to:

- Become a more active organization by defining our mission and achieving goals that support the mission.
- Place greater focus on the customer – what's the impact of services?
- Achieve and sustain higher service levels within limited resources.

In order to meet our outcomes basic changes were made in the budget process to change our focus from inputs to outcomes, to increase authority and flexibility for reinventing departments, encourage better use of resources, and simplify and streamline the budget process. Flexibility and changing the focus to outcomes is achieved by allotting these departments a lump sum increase each year without any analysis or controls at the detail budget level. The only financial control is the inability to spend more than their total allotment. Budget analysis and negotiation has shifted to discussions on outcomes, or what the departments hope to accomplish in the upcoming fiscal year, and improvements to service levels. To encourage better use of resources and ownership in decision-making, departments can retain all unexpended funds at the end of the fiscal year as long as they can demonstrate achievement of at least 90% of their outcomes.

Updates on the progress and achievement of outcomes are reported to the County Manager and the Board of Commissioners on a semi-annual and annual basis.

The following pages include a three-year history of outcome achievement for the five reinventing departments.

Performance Measurement for Reinventing Departments

County Manager

| Outcome Achievements | | | | | |
|----------------------|--------------------------|----------|--------------------|--------------|--------------|
| Fiscal Year | Total Number of Outcomes | Achieved | Partially Achieved | Not Achieved | Success Rate |
| 2001/02 | 8 | 8 | 0 | 0 | 100.0% |
| 2002/03 | 17 | 17 | 0 | 0 | 100.0% |
| 2003/04 | 16 | 16 | 0 | 0 | 100.0% |

Fiscal Year 2001/02

The Public Information Office sent out 269 news releases between July 1, 2001, and June 30, 2002. Those releases touched on such diverse issues as the Board's reasoning for adopting a resolution keeping a State sales tax in place locally after June 30, 2003, since the North Carolina General Assembly passed a bill allowing counties to adopt the tax to replace lost reimbursements. The Legal staff continues to work directly with the Tax Department staff in foreclosing upon delinquent real property tax accounts and to provide legal defense on real property tax appeals. Eighteen files were activated for the year 2001 to 2002. The Budget Office continues to prepare a balanced budget and has won, for the thirteenth consecutive year, the Government Finance Officers Association Distinguished Budget Award.

Fiscal Year 2002/03

All submitted outcomes were achieved. Outcomes for the County Manager's Department change little from year to year, which is typical of most administrative-type departments. Most changes are driven by goals set by the Board of Commissioners or by specific one-time projects. The department continues to do a good job in meeting the established outcome and looking for opportunities for improving customer service.

Fiscal Year 2003/04

As in previous years most of the outcomes for this department are focused on providing customer service to our internal and external customers, the Board of Commissioners and County Departments and to the general public. Outcomes are based upon the extent to which requests for information are responded to in a timely manner and that citizens are kept abreast of information pertinent to County government. In the area of public information this included the publishing of over 200 news releases between July 1, 2003 and June 30, 2004, responding to an average of six phone calls daily and four letters weekly regarding citizen's request for information, utilizing local print and radio media outlets to increase awareness of County news and events, increasing County Government involvement in and support of community events, and facilitating more than 60 demonstrations of the new eSlate voting technology introduced throughout the county. The Budget Office continues to prepare a balanced budget and has won, for the thirteenth consecutive year, the Government Finance Officers Association Distinguished Budget Award. Legal received a 95.5% approval rating on a survey sent to all departments to determine the success of legal services provided.

Personnel

| Outcome Achievements | | | | | |
|----------------------|--------------------------|----------|--------------------|--------------|--------------|
| Fiscal Year | Total Number of Outcomes | Achieved | Partially Achieved | Not Achieved | Success Rate |
| 2001/02 | 21 | 19 | 1 | 1 | 91.0% |
| 2002/03 | 21 | 19 | 1 | 1 | 91.0% |
| 2003/04 | 24 | 22 | 0 | 2 | 92.0% |

Fiscal Year 2001/02

Outcomes for Fiscal Year 2001/02 focused on Personnel's overall mission of providing a quality workforce for the County while adhering to all applicable Federal and State employment regulations. A new goal was established at the Board of Commissioners' Fall Planning Retreat to re-establish the County's commitment to recruiting and retaining the best possible workforce. The Personnel Department worked with a team of department heads to research and make recommendations concerning the County's policies relating to compensation, benefits, and other recruitment and retention issues. A formal review of the health and dental insurance programs during the year resulted in significant changes to both plans effective July 1, 2002. This plan change prevented a large rate increase that was projected under the old plan.

Fiscal Year 2002/03

All 22 outcomes established for Fiscal Year 2002/03 were achieved by the end of the fiscal year. The main outcome, to provide departments with a pool of qualified applicants, was accomplished with applications processed and recommendations to departments sent within three working days of receipt of application. During the fiscal year, a total of 3,300 applications for jobs were received and processed. In addition, all requests from departments to post openings were made with five working days from receipt of recruitment requests.

Fiscal Year 2003/04

One of the major administrative outcomes for the Personnel Department was to conduct a customer service survey of services provided to county departments. The outcome was accomplished with a satisfaction rate of 90%. Along with this outcome, the Personnel department set a goal of counseling and providing overall orientation to 100% of all new permanent employees on a bi-weekly basis on benefits, their utilization, and employment with the county. All of these goals were accomplished.

Cooperative Extension Services

| Outcome Achievements | | | | | |
|----------------------|--------------------------|----------|--------------------|--------------|--------------|
| Fiscal Year | Total Number of Outcomes | Achieved | Partially Achieved | Not Achieved | Success Rate |
| 2001/02 | 17 | 16 | 1 | 0 | 94.0% |
| 2002/03 | 17 | 16 | 0 | 1 | 94.0% |
| 2003/04 | 16 | 15 | 0 | 1 | 94.0% |

Fiscal Year 2001/02

Outcomes for Fiscal Year 2001/02 included the use of computers by farmers in managing their farm business; implementation of farmland preservation strategies that are listed in the County's Strategic Growth Plan; participation in 4-H programming by youth in high-risk environments and low income communities to improve decision making skills, and increasing the number of youth involved in 4-H special interest programs and camps from 500 to 600.

Fiscal Year 2002/03

Outcomes for this department get at the heart of what the services provided by Cooperative Extension are all about: youth development, family and consumer education, and agriculture and natural resources. The goal is to provide citizens with scientifically based information and informal educational opportunities. The 4-H Program continues to be very involved with youth in both after school program settings and various 4-H Clubs around the County. Four outcomes that were achieved address the 4-H Program and Youth Development. Two hundred and sixty seven youth were enrolled in 21 4-H Clubs throughout the County, surpassing the goal of 250. Six new clubs were organized during the fiscal year. Family and Consumer Education addressed issues pertinent to every day living needs of our citizens. Programs were conducted on aging issues and attended by 311 older adults and family members to develop strategies that will permit older adults to extend their ability to live independently. In the area of Agriculture and Natural Resources local farmers and cattlemen continue to benefit from educational programs. These programs keep these citizens informed of the latest scientific techniques and business management issues that impact this industry. Programs included nutrition management for beef herds; improved marketing methods for feeder calves; herbicides and weed control; horse management; commodity marketing; and pesticide safety. Outcomes were established and met to serve specific numbers of participants in each of these areas.

Fiscal Year 2003/04

Outcomes for this department are focused on the three core areas of the program; family and consumer education, agriculture and natural resources, and 4-H and youth development. The stated outcomes for the 2003/2004 fiscal year were developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. The Family Caregiver Program conducted monthly sessions on aging issues educating 96 family caregivers on improved care giving strategies and available resources.

Social Services

| Outcome Achievements | | | | | |
|----------------------|--------------------------|----------|--------------------|--------------|--------------|
| Fiscal Year | Total Number of Outcomes | Achieved | Partially Achieved | Not Achieved | Success Rate |
| 2001/02 | 115 | 110 | 2 | 3 | 97.4% |
| 2002/03 | 122 | 120 | 0 | 2 | 98.0% |
| 2003/04 | 113 | 110 | 0 | 3 | 97.0% |

Fiscal Year 2001/02

In Fiscal Year 2001/02, the department continues to effectively administer improved productivity and strong customer satisfaction while maximizing revenues. Over 85 adoptions were completed in the past fiscal year; 210 individuals receiving welfare became employed and independent; child support collections exceeded \$10 millions; the number of days the average child remained in Foster Care was reduced by 38%; and TANF housing initiatives enabled nine citizens to realize home ownership.

Fiscal Year 2002/03

During a year in which the area's economy fell further into recession and affected many of the areas largest employers, 193 individuals receiving welfare became employed and independent and child support collections exceeded \$10.9 million. 1,042 volunteers delivered meals and companionship to older adults, enabling them to remain in their homes and stay healthy. Achievement of the outcomes developed for Social Services for Fiscal Year 2002/03 show us the value of the flexibility the department has in conducting business and improving services. The outcome report submitted for 2002/2003 indicates that Social Services has effectively administered improved productivity and maximized revenue opportunities with a strong emphasis on customer satisfaction.

Fiscal Year 2003/04

During a year in which the area's economy was attempting to stabilize, 188 individuals receiving welfare became employed and independent and child support collections exceeded 11.7 million. Through a network of 1,099 volunteers, meals and companionship continue to be available for older adults; along with that the Family Builder's program assisted in the permanent placement of 60 children through adoption. The outcome report for 2003/2004 reflects a continued commitment to efficiency, the maximization of revenues, improved productivity, and strong customer satisfaction.

Library

| Outcome Achievements | | | | | |
|----------------------|--------------------------|----------|--------------------|--------------|--------------|
| Fiscal Year | Total Number of Outcomes | Achieved | Partially Achieved | Not Achieved | Success Rate |
| 2001/02 | 41 | 35 | 6 | 0 | 85.0% |
| 2002/03 | 41 | 39 | 1 | 1 | 95.0% |
| 2003/04 | 38 | 37 | 1 | 0 | 97.0% |

Fiscal Year 2001/02

For Fiscal Year 2001/02, the Library has a rate of 11.4 Library visits per capita, far exceeding their goal and the Standards for North Carolina Public Libraries outlines at the State level. They also exceeded the goal to have twelve exhibits of Library materials displaced for adult services. The staff of the Genealogy Department met their outcome to organize, process, scan, and save in electronic format, the information contained in the Family File Collection drawers A-E. All branch libraries continue to exceed the goal of supplying community day cares with reading materials and providing regular story program attendance.

Fiscal Year 2002/03

Many outreach efforts continued to insure that citizens are aware of the vast number of Library services available. This included library tours and the presentation of twenty-two programs in the community to increase public awareness. Ten special programs were held for young adults (ages 13-17), surpassing the outcome to hold 4 programs. In addition to the Summer Reading program, nine (9) special programs were offered to children (age 0-12). Attendance at these programs continues to be high. The goal for the Summer Reading Program was 400 participants. Actual numbers by the end of June 2003 showed 765 children participating. Also part of outreach, library card application letters were distributed to 353 kindergarteners during National Library Card Month in September. A total of 105 new cards and Youth Services Department brochures were mailed out to children by the end of November. Patron registration at all branch libraries continues to exceed goals that had been set using 5% growth over previous year as a basis. St. Stephens registered 1,596 (exceeding goal of 1,500), Southwest Branch registered 1,206 new customers (goal was 1,183), Sherrills Ford registered 557 (goal was 240), Maiden registered 434 (goal was 200), and Conover Express Library registered 171 new customers (goal was 165). The Claremont Branch opened in February 2002. As of June 30, 2003, 951 citizens had library cards, surpassing the goal of 700.

Fiscal Year 2003/04

In measuring the success of the outcome to measure customer satisfaction the Library continues to issue patron surveys that address the availability of materials, the collection of materials, and the level of service provided by the staff. At the Main Library 121 patrons completed surveys in 2004. Of those completed, 99.2% said they are able to find the information or materials they are looking for, 97.5% rated the collection of materials as excellent or good, and 98% rated the service from staff as excellent or good. Library visits per capita were 6.7, far exceeding the stated outcome of 3.0.